



RESEARCH PAPER

Governance and Development: A Comparative Analysis of Administrative Models of Germany's Hamburg State and Pakistan's Punjab Province

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ABSTRACT

This document of research sheds gleam on the dynamic relationship between governance and development, springing up out of an analysis of administrative models of Germany's Hamburg State and Pakistan's Punjab Province. Therefore to corroborate this point, the author adhered to literature review, case study and observation tools for data collection. Subsequently, for the errand of data analysis the author harked to Ostrom's (IAD) framework and Pearson Correlation method to plunge onto a two-pronged finding. Firstly, Hamburg Model, due to its extremely modernized system, has turned the state into a citadel of moon-touched development. Secondly, the slothful landscape of development in the Punjab, is a corollary of inefficient governance system of the Province, addled by manifold factors. Ergo, it is high time the orientation of governance model of the Punjab, for the mission of seeing the dawn of development in the province, should be transformed, by replicating the German model.

KEYWORDS E-Governance, Governance, Hamburg State Model, Punjab Administrative Model

Introduction

In the age of diplomacy and global governance, the contemporary world has witnessed the epilogue of various development strategies. Similarly, aimed at finding the real cause of triumph and failure of Sustainable Development Goals in different regions of the world, the CEPA 17 Conference corroborated that without efficient governance (Dhaoui, 2019), development shall merely remain an unfulfilled dream for the people. In the grand tapestry of establishing this fact, the threads of sound governance and development are intertwined. At the heart of this narrative lies the conviction that effective governance is the tiller that guides the voyage of development, steering its ship toward prosperous shores (Addink, 2019). Conversely, the sails of development batter incessantly if governance is marked with inefficiency. Therefore, Hamburg Model of governance, displaying the paragon of advanced and modernized systems, has allowed skyward development for the people in the state. Whereas, the governance model of the Punjab, caught up in the labyrinth of perennial challenges, has hampered the development in the province. Governance model of Hamburg is actually the epitome of perfection, marked with very functional hierarchy, highly supportive laws, efficient human resources, strong institutions and data based decision making (Noring et al, 2021). In this way, it has steered the wagon of development for indigenous populace in Hamburg to the star. On the other side of the picture, the governance model of the Punjab is impeded by manifold factors, thus perturbing the smooth sailing to development. Propelled by antiquated laws, inefficient human resource, odious administrative practices and traditional model, the governance of the Punjab is painting a saturnine landscape. Ipso facto, in order to turn the tables for development in the province, the Punjab governance needs to undergo unprecedented transformation, mainly by virtue of replicating the model of Hamburg State.

Hamburg State Model, Germany.

The governance structure and system of Hamburg State of Germany, based on E-governance (Späth, & Knieling, 2020), have provided a very strong foundation for sustainable development. Now, we shall firstly discuss the structure of Hamburg Governance:

Governance Hierarchy of Hamburg State Model

The hierarchy of civil officers in the Hamburg State Model of Germany, delineates the same common administrative structure, as practiced in all over Germany. From top to bottom, the governance of Hamburg State follows the below mentioned pattern:

The Office of First Mayor

First Mayor in Hamburg, also called as Erster Bürgermeister, is the head of the state government. He, basically representing the city on a regional and national levels, oversees the implementation of public policy in Hamburg.

The Office of Second Mayor

Next to First Mayor is the Second Mayor, called as Zweiter Bürgermeister. He, by virtue of mammoth powers and portfolios, provides the helping hand to the First Mayor in implementation of the public policy for development.

The Office of City Council

The City Council (called as Senate), aided by multiple Senators, steers the most important portfolios of governance mainly education, finance, justice, finance etc. The Senators of City Council, being the departmental heads, collectively make decisions on major administrative policies.

The Office of State Secretaries

The State Secretaries, called as Staatsräte, are the senior and high-ranked officers in Hamburg, representing German Civil Service. They are primarily responsible for the implementation of public policy. These Secretaries, due to their professionalism, provide technical and professional aid to the Senators in the implementation of government's policy.

The Office of Directors-General

The Directors-General, termed as Generaldirektoren, steer the working of administrative department within the city. They actually supervise the work of divisions and units, ensuring quality implementation of Public Policy within their domain.

The Office of the Heads of Divisions

In the hierarchy of officers, subsequently the Heads of Divisions come, called as Leitende Regierungsdirektoren, who are by and large responsible for implementation of public policy within divisions or sections inside the Departments. Due to their specialization, they are responsible for the task of human resource management, development administration and day to day operations of their respective sections or divisions.

The Office of Civil Servants

Civil Servants called as Beamte/Beamtin, have multiple roles and positions within their departments and divisions, due to their professionalism and specialization.

They play very important role in policy implementation, completion of administrative tasks and quality service delivery.

The Office of Administrative Staff

The administrative staff personnel, forming the lower strata in administrative hierarchy of Hamburg, usually are responsible for the implementation of daily operations of the governance being the support staff, assistants and clerks. To clinch the hierarchy of Hamburg is represented in the Chart 1 drawn below:

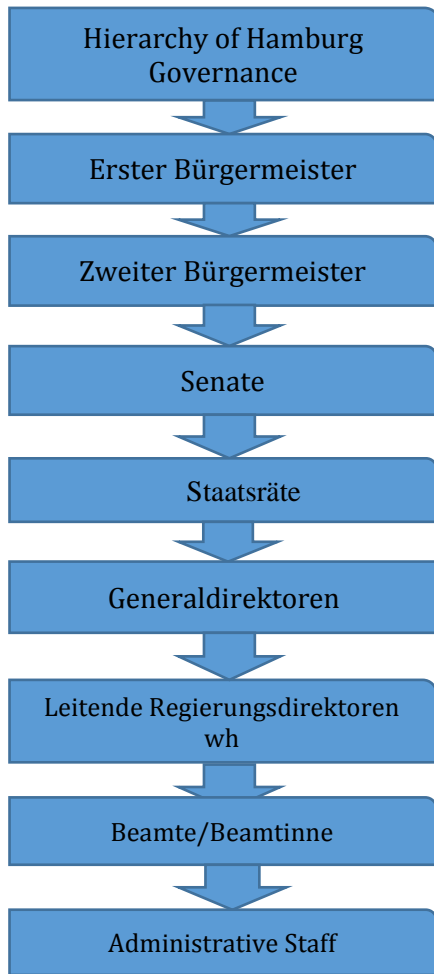


Chart 1: Hierarchy of Hamburg Governance

Administrative Structure of Hamburg State Model: Now we shall discuss the governance structure of Hamburg State Model:

Senate Chancellery

Also called as Senatskanzlei, the Senate Chancellery is the central administrative unit of the State governance. Its main task is to support the Mayor and the Senate in decision-making, in application of public policy, in coordinating and communicating with other departments of the government

Government Departments

Called as Behörden, Government Departments steer the administrative goals and public policy in the sectors of health, education, culture, finance and other areas of Hamburg governance. Being the members of the Senate, the heads of these departments, are called as "Senatoren" or Senators. Among most important Departments of Hamburg are the following:

- Finanzbehörde (Finance Department)
- Behörde für Schule und Berufsbildung (Education and Sports Department)
- Behörde für Gesundheit und Verbraucherschutz (Health and Consumer Protection Department)
- Behörde für Stadtentwicklung und Wohnen (Urban Development and Housing Department)
- Behörde für Wirtschaft und Innovation (Economy and Innovation Department)
- Behörde für Justiz und Verbraucherschutz (Justice and Consumer Protection Department)
- Behörde für Umwelt und Energie (Environment and Energy Department)

District Authorities

The governance structure of Hamburg is segregated into seven administrative units or Districts called Bezirksämter. These Districts are headed by the District Offices, with each playing rudimentary role in urban planning, social services, public order, cultural affairs and local governance (Bruns-Berentelg et al, 2022)

Agencies and Authorities

In addition to Government Departments, Hamburg governance has specialized agencies and authorities, primarily responsible for public policy implementation in specialized and technical areas of administration. For effective governance based on the principle of decentralization, Hamburg has many authorities like Hamburg Transport Authority, Hamburg Environmental Authority and Hamburg Police etc.

Sectorial Services

The governance structure of Hamburg ensures perfect service delivery in the sectors of healthcare, education, transportation and social welfare to the indigenous populace of Hamburg.

Strict Accountability

Hamburg governance structure has Ombudsman and oversight bodies to hold the officers accountable for their actions. To ensure transparency and protect the rights of the people, Hamburg has independent structured oversight bodies, such as the Hamburg Commissioner for Data Protection and Freedom of Information. As mentioned in the below drawn chart 2, the governance structure of Hamburg is as follows:

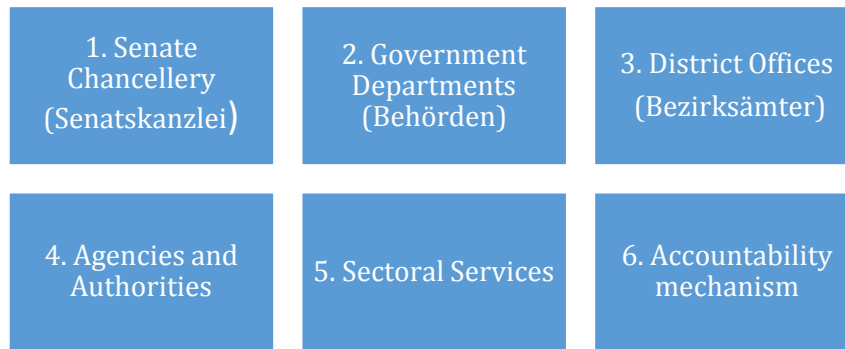


Chart 2: Government Offices of Hamburg

Key to Success of Hamburg Model

The governance of Hamburg ensures all values of good governance like accountability, transparency, efficiency, rule of law, efficacy, responsiveness etc. to ensure very sound implementation of public policy for Sustainable Development Goals. It has massive umbrella of support from the Federal Governance. Ipso facto, due to following reasons, governance of Hamburg, following the principles of New Public Management, has achieved skyward progression:

Decentralization of Powers

Hamburg governance model is extremely decentralized. Germany in this case is true picture of what a strong federal government actually means. The governance system of Hamburg State, in its constitutional subjects is fully empowered in the areas of planning, organizing, financial management, human resources, decision making, directing and all other areas of governance. It has full financial, administrative and legal decentralization mechanism of governance.

Highly Functional Laws and Policies

Hamburg State, having its own constitution and legislature, has great prowess to make policies and regulations within the scope of its jurisdiction. Hamburg's governance at the local government level can frame public policies in the areas of urban planning, health, transportation and education etc. Its administrative laws like Hamburg Administrative Procedures Act (called as Hamburgisches Verwaltungsverfahrensgesetz), German Civil Code (called as Bürgerliches Gesetzbuch and allows smooth governance of civil subjects like family, property, inheritance and contract etc.), and German Criminal Code (called as Strafgesetzbuch – StGB that delineates criminal offenses and their penalties) really support administration as these laws are very flexible, terse and clear.

Performance Measurement System

The governance of Hamburg State believes in adherence to its KPIs while ensuring implementation of public policy. Broadly mentioning these KPIs encompass economic development, human development, human security and economic growth. These KPIs are highly advanced and focus on areas of environmental protection, tourism promotion, infrastructural development, public health safety, social equity, industrialization, service sector boom, education, health, service delivery, law and order and business innovation. To clinch, true implementation of NPM (De Oliveira Fornasier & Franklin, 2019) is reflected in governance model of Hamburg.

Customer-Centric Paradigm:

The Hamburg governance is extremely people centric (Wilhelmus Michiel Stapper, 2021). It does not believe in rules and processes if they are to follow at the cost of inefficiency. Its main agenda is to compete with the private sector to provide best facilities to the general populace.

The Policy of Contracting-Out

Hamburg State Governance, completely believes in the model of Public Choice Theory and New Public Management. It has firm believe in privatization of sectorial services, based on the mechanism of contracting-out certain services to external providers to optimize efficiency and resource allocation for the general populace.

Global Governance and Human Resources

The Human Resources of Hamburg State form one of the best Civil Servants in the world. They are advanced expert of public administration who have been able to transform administration according to global governance trends, issues, objectives and solutions to global challenges. They have transformed governance by virtue of strong Leadership, motivation, perfect organization , excellent coordination, best financial management, critical reporting, ensuring efficiency and good governance to achieve the goals delineated by globalization driven actors in international system. They have learnt the best strategies for public policy formulation, implementation and evaluation in order to achieve administrative efficiency on patterns of global governance against the issues of health, food security, climate change, migration, gender equality, humanitarian assistance, health, poverty, economic stability, development and education. They are adroit at the strategy to ensure good governance on pattern of global governance agendas to encourage democracy, peace, development, decentralization of resources, devolution of power and property for creating safer states in the world. They are expert in best management strategies like strategic planning ,SWOT analysis, creativity, problem solving, innovation ,motivation, conflict management, administrative buffering ,decision-making , crisis management , monitoring, Business Process Reengineering and Total Quality Management to meet the standards and agendas of global governance and diplomacy . Verily due to strong governance (Glass & Newig, 2019), as practiced in Hamburg, sustainable development goals have seen the dawn in the state.

Performance and Motivation

Hamburg's Civil Servants, don't have fixed salary. Their salary is determined by the level of performance they reach. This actually is a key motivating factor for highly advanced governance of Hamburg. In this way, these Civil Servants, under the matrix of best motivation caused by salary incentives, touch the crescendo of glory (Dong & Loang, 2023). They have extremely motivating working infrastructure, facilities and environment.

Results-Oriented-Administrative Culture

The administrative culture of Hamburg cuts swathe through the odious practices of long noting, irrelevant drafting, and lengthy procedures for approval. It really is at antagonism with the administrative culture evils of red-tape-ism, authoritarianism, corruption and inefficiency, thus fostering a culture that emphasizes achieving measurable outcomes and delivering value to citizens.

E-Governance

Hamburg's governance system displays the quintessence and paragon of E-governance. It has digitalized all the public policies, made mechanism for E-service delivery, E-citizen satisfaction analysis on performance of the government, popular participation in major government's initiative, automated revenue record, digitalized taxation system and digitalized all civil (like record of registration of property, contracts, family details, civic liabilities etc.) and criminal record of the people.

Administrative Values

The governance of Hamburg is highly innovative mainly due to the fact that it is marked with the values of equity, efficiency, responsiveness, representativeness, rule of law, accountability and transparency. Its governance practices on transfers, postings, appointments and promotions are subject to extreme merit, performance, capabilities and criteria. It's indeed the perfect example of what good governance actually means.

Outcome Based Service

The administration of Hamburg resorts to outcome or performance of KPIs. By virtue of sound planning, coordinating, financial management, organizing, decision making etc., Hamburg state model only focuses on the targeted KPIs.

Data-Based-Governance

The Hamburg State governance is highly specialized in nature. It works on the principle of data governance. It means that governance of Hamburg has very systemic data recording and analysis mechanism for policy analysis, policy framing, policy implementation and policy evaluation. It has really transformed the Hamburg governance in ensuring best strategies for sustainable development.

Punjab Governance Model, Pakistan

The Punjab Governance has a complex structural setup of administration. It follows the administrative principle of hierarchy. It has a two-fold governance mechanism: the Secretariat and the field formations. We shall examine the governance of the Punjab in detail:

Governance Structure of the Punjab

The Punjab Governance is steered by forty three Provincial Departments. Each Provincial Department comprises of organized setup, authorities and subsidiary bodies. Each Department is led by a Secretary of BS 20 rank normally. Secondly, there is field formation in the governance of Punjab. This field formation comprises the administration of ten Administrative Divisions, divided into thirty six Districts, divided into 145 Subdivisions. We will see each details comprehensively:

Provincial Departments of the Punjab

If we enlist the departments of the Punjab Government at the Provincial level, we can categorize these as under (Government of the Punjab, 2011)

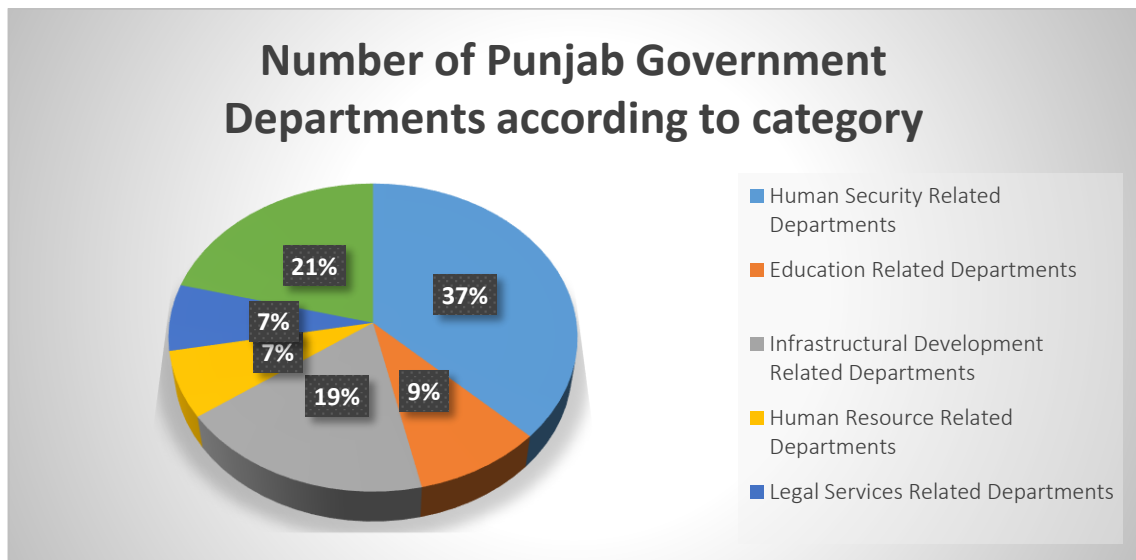


Chart 3: Segmentation of Punjab Government Departments

1. Human security related Departments (16)

These are the following:

Food Security related Departments (Government of the Punjab, 2011).

- Food Department, Government of the Punjab.
- Forestry, Wildlife and Fisheries Department, Government of the Punjab.
- Agriculture Department, Government of the Punjab.
- Livestock and Dairy Development Department, Government of the Punjab.
- Irrigation Department, Government of the Punjab.

Environmental Security related Departments: (Government of the Punjab, 2011).

- Environment Protect Department, Government of the Punjab.
- Disaster Management Department, Government of the Punjab.

Community Security related Departments:

- Home Department, Government of the Punjab.
- Human Rights and Minorities Affairs Department, Government of the Punjab.
- Excise, Taxation and Narcotics Control Department, Government of the Punjab.
- Population Welfare Department, Government of the Punjab.
- Women Empowerment Department, Government of the Punjab.

Economic Security related Departments:

- Social Welfare and Bait ul Mal, Government of the Punjab.
- Zakat and Ushr Department, Government of the Punjab.

Health Security Related Departments:

- Primary and Secondary Healthcare Department, Government of the Punjab.

- Specialised Healthcare and Medical Education Department, Government of the Punjab.

Education Related Departments

In addition to Human Security Related Departments, following developments have the task for ensuring human development

- School Education Department, Government of the Punjab.
- Higher Education Department, Government of the Punjab.
- Special Education Department, Government of the Punjab.
- Literacy and Non Formal Basic Education Department, Government of the Punjab.

Infrastructural Development Departments: These Departments are the following (Government of the Punjab, 2011).

- Finance Department, Government of the Punjab.
- Communication and Works Department, Government of the Punjab.
- Planning and Development Department, Government of the Punjab.
- Energy Department, Government of the Punjab.
- Housing, Urban Development and Public Health Engineering Department, Government of the Punjab.
- Industries, Commerce and Investment Department, Government of the Punjab.
- Local Government and Community Development Department, Government of the Punjab.
- Transport Department, Government of the Punjab.

Human Resource Related Departments: These are the following: (3) (Government of the Punjab, 2011).

- Labour and Human Resource Department, Government of the Punjab.
- Management and Professional Development Department, Government of the Punjab.
- Services and General Administration Department, Government of the Punjab.

Legal services Related Departments: (3)

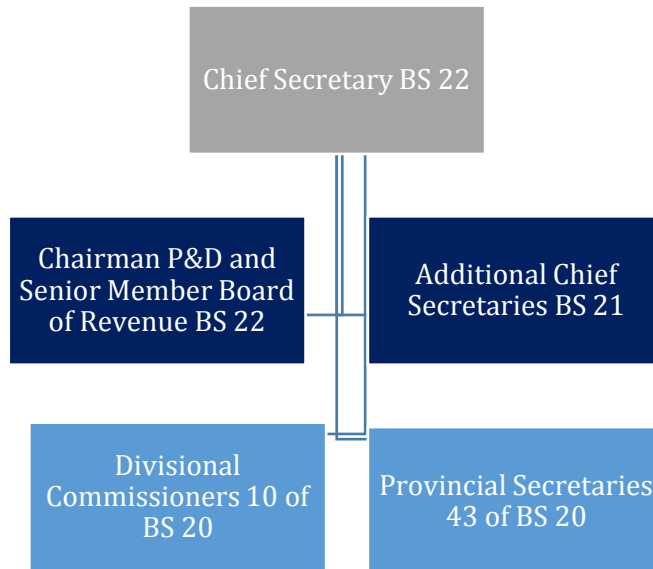
- Law and Parliamentary Affairs Department, Government of the Punjab.
- Public Prosecution Department, Government of the Punjab.
- Regulations Department, S&GAD.

Other Departments: (9)

- Chief Minister Inspection Team.
- Governor's Secretariat.
- Cooperatives Department, Government of the Punjab.
- Consolidation of Holdings Department, Government of the Punjab.
- Colonies Department.
- Information and Culture Department, Government of the Punjab.
- Tourism Department, Government of the Punjab.
- Auqaf and Religious Affairs Department, Government of the Punjab.
- Mines and Minerals Department, Government of the Punjab.

Hierarchy of the Punjab Governance:

The Provincial Governance of the Punjab follows the Weber’s concept of hierarchy in true spirit. Here is the structure of hierarchy of administrative set up of the Punjab, as sketched in the diagram drawn below:



The Chief Secretary is the head of the Governance in the Punjab. He is mostly of BS 22, but in rare case on account of administrative needs and extra ordinary competence of the officer, the CS can be of BS 21. The CS is assisted by two BS 22 officers namely Chairman Planning and Development and Senior Member Board of Revenue. The CS supervises the work of Additional Chief Secretaries of the Punjab of BS 21, namely Additional Chief Secretary South Punjab, Additional Chief Secretary S&GAD and Additional Chief Secretary Home. The CS is competent authority of all Departmental Secretaries of the Punjab.

Hierarchical setup in Provincial Departments

The hierarchy in all the Provincial Departments is more or less similar. However, there can be modifications of setup keeping in view the requirements of the Departments. The Departments of the Punjab normally follow the pattern of hierarchy as sketched in the below-delineated diagram:

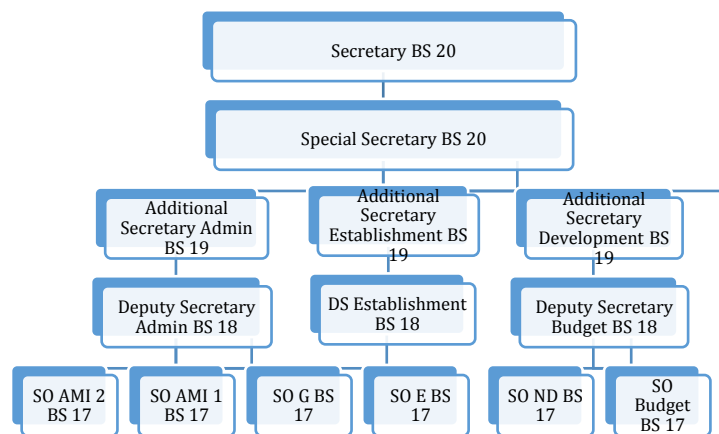


Chart 5: Formation of Punjab Departments

The above diagram depicts the hierarchy of the Specialised Healthcare and Medical Education Department, mostly the same pattern is followed in other Departments. The Secretary is the head of department. He is mostly of BS 20. He is assisted by a Special Secretary of the same BS 20. Then come different Additional Secretaries of BS 19. They have to supervise their relevant Deputy Secretaries of BS 18. The Deputy Secretaries monitor the work of Section Officers who are of BS 17.

ii. Hierarchical setup of the Field Administration: The field formation is the key setup of the Administration of the Punjab. All the policy decisions of the Government, all the targets of the Provincial Governments and all special tasks are implemented in the province by the field formation. We shall see the hierarchy of the field formation, as mentioned in the below diagram: (National Assembly, 1967)

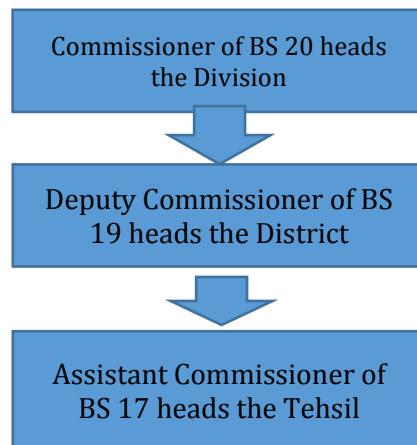


Chart 6: Hierarchy at Division level

As mentioned in the diagram above, the field administration is divided into three tiers: Division forms the highest tier, then come Districts under the Division and finally these Districts are divided into Tehsils. Commissioner of BS 20 rank heads the Division, Deputy Commissioner of BS 19 steers the District and finally Assistant Commissioner administers the Tehsil. Now we shall shed light on working hierarchy of Division, District and Tehsil in detail. Firstly, as the chart below depicts that the Commissioner is the head of the Division. He is assisted by Two Additional Commissioners of BS 19 rank in court and administrative matters. Additional Commissioner Coordination is helped by Assistant Commissioners General and Protocol. Additional Commissioner Revenue has Assistant Commissioner Revenue for assistance. In development area, Commissioner is assisted by Director local Government. In the governance of Metropolitan services Commissioner has the Chief Officer who is further aided by Metropolitan Officers Regulations, Planning and Finance.

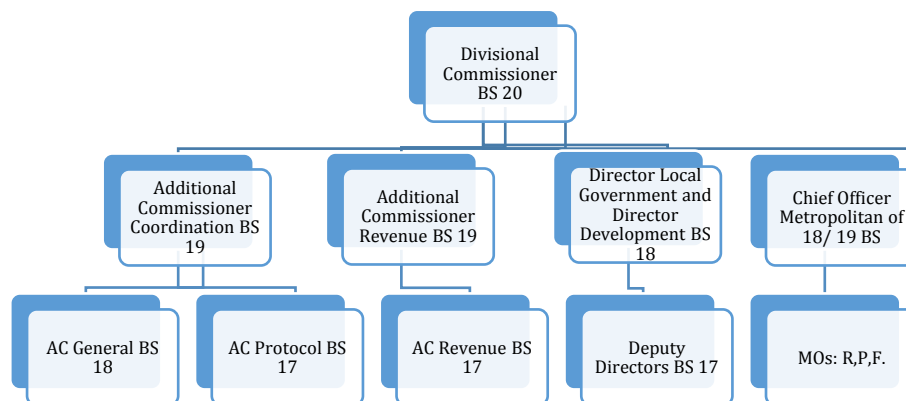
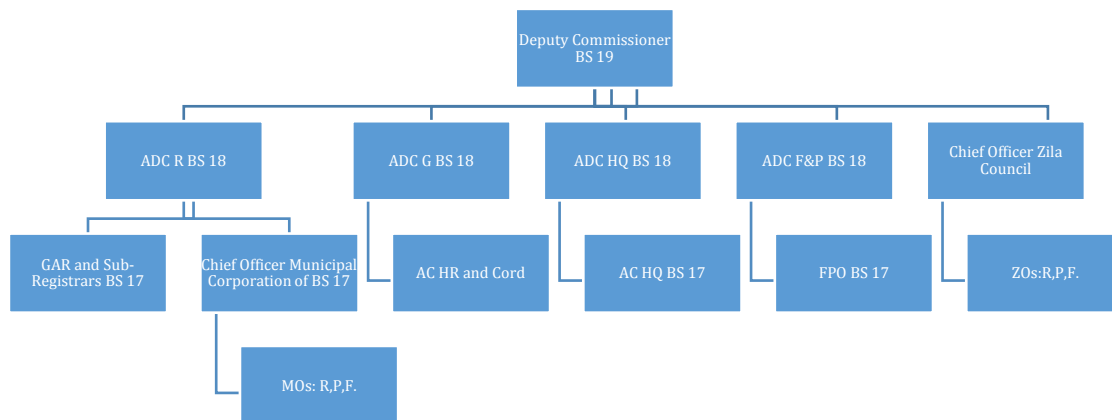


Chart 7: Divisional Machinery

With regard to District level governance, as depicted in the diagram below, Deputy Commissioner of BS 19 is the head of this tier (National Assembly, 1967). In revenue matters he is assisted by Additional Deputy Commissioner Revenue of BS 18 who is aided by a General Assistant Revenue of BS 17, Sub Registrars of BS 17 and Chief Officer Municipal Corporation, aided further by Municipal Officers Regulations, Planning and Finance. For Health, Education and weapons- license tasks DC is aided by Additional Deputy Commissioner General of BS 18 rank who is further aided by Assistant Commissioner HR and Coordination. For development and financial matter, DC is aided by Additional Deputy Commissioner Finance and Planning of BS 18 rank who is further assisted by Finance and Planning Officer(now-a-days term as Deputy Director Development) of BS 17. In matters related to Price Control and Parole cases, DC is assisted by Additional Deputy Commissioner Headquarter who is aided by Assistant Commissioner Head Quarter of BS 17 rank. In Local Governance tasks, DC is assisted by Chief Officer Zila Council who is further helped by Zila Officers Regulations, Planning and Finance.

(Chart 8: District Administrative setup)



In the diagram depicted below, we see that the tehsil governance is steered by an Assistant Commissioner of BS 17 rank. In the Revenue Hierarchy he is assisted by a Tehsildar, who is further aided by a Naib Tehsildar, who is helped by Girdawars, who administer the working of Patwaris, who monitor the tasks assigned to Village Officers (Called as Lambardar in Urdu).In local governance (National Assembly, 1967), AC heads a Chief Officer Municipal Committee in City area and Chief Officer Tehsil Council for rural zone. Chief Officer Municipal Committee is aided by Municipal Officers Regulations, Planning and Finance. Whereas, Chief Officer Tehsil Council is aided by Tehsil Officers Regulations, Planning and Finance. This is how the whole field governance of the Punjab does work.

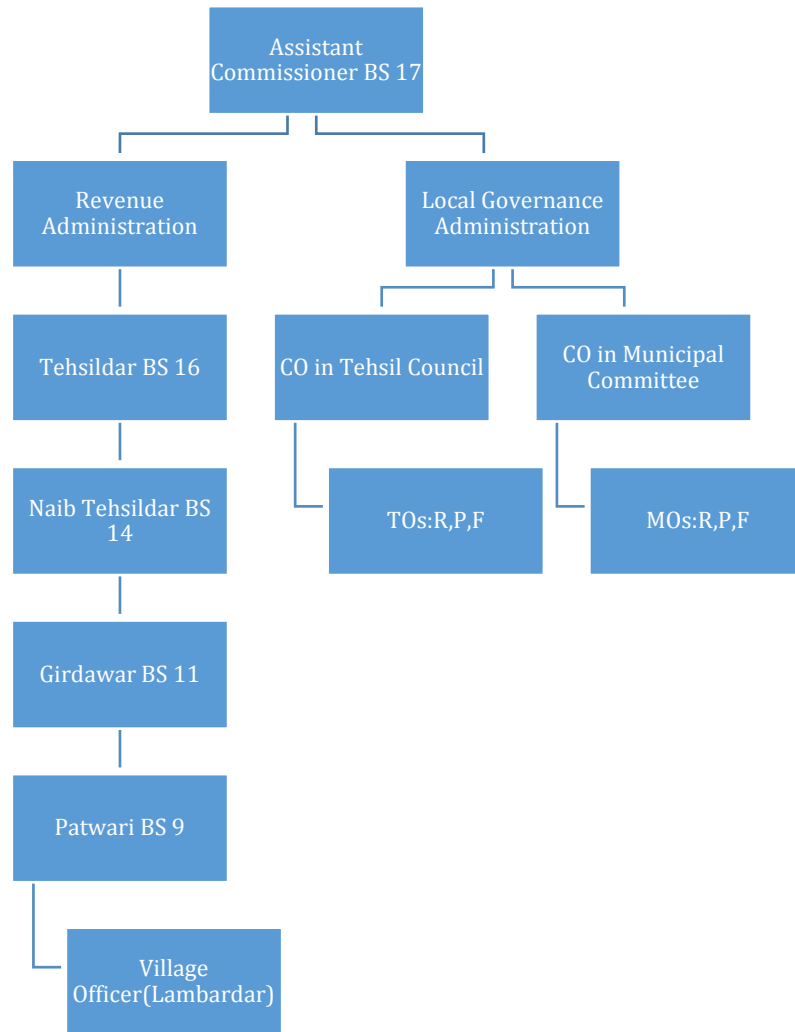


Chart 9: Tehsil Formation

Reasons for Inefficiency of Punjab Governance

The governance of the Punjab Province, is seriously caught up in the labyrinth of manifold challenges that are jeopardizing the development in the province. These perils to development, caused by the problems of governance in the Punjab are the following:

Parochial KPIs

Main problem with the governance of the Punjab actually is that it focuses on very parochial and limited KPIs. For instance, the Assistant Commissioners in the field formation focus on following KPIs: visits of Arazi Record Centre, Hospitals and Educational institutions per week, retrieval of state land, recovery of revenue dues from the defaulters, Price Control Mechanism and visits of Fruit and Vegetable markets. These KPIs have hitherto not proved monumental in the development of the Punjab. Whereas in advanced governance system of Hamburg, the performance of governance is gauged by the KPIs of human development indicators like health, income and education, infrastructural development, industrialization, service sector boom, cultural promotion, environmental safety (Kocmanova et al, 2012), economic growth (Sharma, 2007) in the state, foreign direct investment(Mengistu & Adams, 2007) in the state and popular satisfaction.

Lack of E-Governance

E- Governance is very important for development (Heeks, 2001). Although the Government of the Punjab has taken some steps for E-governance in the form of CLRIMS (Central Land Records Management Information Systems), HISDU (Health Information and Services Delivery Unit), Karkardaggi App for Assistant Commissioners, Price Control App for Prince Control Magistrates, Urban Unit, PITB (Punjab Information and Technology Board) Qeemat App for Market Control, Prime Minister Complaint Portal and E-Registration App for automation of revenue and registry records, yet it has to revolutionize this sector. Still most of the revenue record is manual in form, most of periodical record registers (called as Jamabandi) are yet to be digitalized in the Punjab. There is no mechanism of online system to take appointment for hospitals. Still the old practices of noting, drafting, summaries, bulky filing system etc. in the form of paper governance are in vogue in the Punjab. There is a dire need to replace all this with simplification of governance communication by virtue of E-governance.

Antiquated laws

The governance of the Punjab is steered by the following bulky and antiquated laws:

i. Revenue administration is governed under the provisions of Land Revenue Act 1967, Land Revenue Rules 1968, Land Acquisition Act 1894, Punjab Tenancy Act 1887, and Registration Act 1908. These laws are extremely outdated now. They cannot move with the pace and needs of modern, urbanization driven landscape of the Punjab. These laws could be highly successful in their times, but not relevant today.

ii. Civil administration is regulated by CPC 1908, Transfer of Property Act 1882, The Punjab Women Protection Authority Act 2017, Punjab Waqf Properties Ordinance 1979, Muslim Family Law Ordinance 1961, Punjab Guardians and Wards Act 1890, Punjab Family Courts Act 1964 and Law of Contract 1872 etc. Again we see that, these laws are extremely lengthy and antiquated. They cannot cater to the governance needs of the highly advanced globalization propelled goals of the modern times.

iii. Criminal justice administration is governed by the PPC 1860, CRPC 1898, Hadd and Tazir Ordinance, Ahtarame Ramzan Ordinance, ACE Ordinance 1961, Prevention of Corruption Act 1947, the FIA Act 1974 and Anti-Terrorism Act 1997 etc. These laws, being antiquated need to be declared *de novo*. There is a dire need to draft very concise, simple and administration supporting legislation.

iv. Administrative laws are represented by the Punjab Government Rules of Business 2011, ESTA CODE, Punjab Civil Servants Act 1974, PMS Rules 2004, PEEDA Act 2006, Punjab Police Order 2002, Punjab Local Government Act 2019, PPRA Rules 2014, Punjab Right to Information Act, 2013, Punjab Education Foundation Act 1991, Punjab Healthcare Commission Act 2010, Punjab Environment Protection Act 1997 and Punjab Food Authority Act 2011 etc. These laws are also unable to meet the needs of modern governance targets. There is an urgent need to simplify and mold all these laws towards the achievement of performance audit.

Hindered Promotion Structures

The governance of the Punjab is encountered by some of most serious challenges due to hampered promotion structures of the human resources. Firstly, if we talk about Provincial Management Service, the most premier cadre of the Punjab Province, its promotion structure is hindered by faulty encaderisation and limited seats at the top grades of BS 19 and above. Similarly, the officers of Arazi Record Centre, more than one thousand in number being the most important human resources of the province, are on contract basis.

They absolutely have no seats in the Punjab Land Record Authority Head Office. Even most of Service Centre In-charges have been on same BS 17 despite service of a decade.

Politics and Prejudice in Development

Development in the province of the Punjab is done on political basis, which means that local politicians ensure development in their own constituencies, there happens no development in the constituencies of the opposition leaders. This actually is detrimental to development in the sub-divisions, districts, divisions and eventually the Province. There should be development, in consonance with the needs of the general populace, merit and equity (Cutright, 1969)

Generalized Civil Service

The Civil Service of the Punjab is actually generalist in nature. Which connotes that a civil servant of BS 20 rank actually heads and steers the specialized departments like Energy, Planning and Development, Agriculture, Communication and Works, Specialised Healthcare and Medical Education etc. (Government of the Punjab, 2011). This actually compromises the performance of the departments as these can better be run by specialists or technocrats of the fields.

Absence of Performance Audit

There is poor mechanism of performance audit with respect to promotion of the officers. What is really demotivating is the fact that the factor that performance is very rarely considered in promotion and key postings. Most of the transfers and postings are the corollary of political recommendations and administrative choices of the competent authority. At times on most senior seats, junior officers get postings. This has indeed given effect to extremely detrimental landscape of governance of the Punjab. There should be performance audit of the officers with a view to ensuring development of the populace and the province (Daujotaitė & Mačerinskienė 2008).

Revenue Formation Predicaments

The British aged, old revenue system is in vogue in the Punjab these days (National Assembly, 1967). Still the revenue system of the Punjab is really backward in nature. Although most of the revenue record has been digitalized, there is a lot to digitalize the remaining manual record. Arazi Record Centre, for most of mutations, require record and reports from Patwaris. The process of cancellation of registry requires intervention of Civil Court under section 39 of Specific Relief Act 1887 (British Parliament, 1877). Procedure of partition of land is very tedious and time taking. The Revenue Courts have really showed a saturnine landscape.

Administrative Structural and Cultural Syndromes

There is no concept of decentralization model of governance being followed in the Punjab. Making of new authorities and companies, based on modernization of governance are still a wild goose chase in the Punjab. What's more, the menace of corruption, being extremely deep rooted in the governance of the Punjab, is spiraling out of control, thanks to ineffective control and accountability measures. There is an urgent requirement to reform the existing structures at the field and secretariat levels to revamp the governance of the Punjab.

Haphazard Transfer and Postings

Now-a-days, lack of posting on pure merit, based on certain benchmark and criterion, is the chief source of inefficiency of the Punjab Governance. Into the bargain, very rarely officers in the field and secretariat departments have the posting tenure more than a year, it's indeed as dangerous as it disrupts the continuity of development and progression of the province.

Conclusion

Governance and development are deeply related to each other. Effective governance is a sine-qua-non for quality development administration. CEPA (Committee of Experts on Public Administration of the UN Economic and Social Council) 17 conference provided eleven principles for revolutionizing governance in the world for the effective implementation of Sustainable Development Goals. Hamburg Model of governance- due to its highly advanced Human Resources, innovative systems, supporting laws, functional hierarchy, adherence to principles of Public Choice and NPM- has verily steered the ship of the state toward the harbor of meteoric development. Contrastingly, the Punjab Governance model- mired by antiquated and bulky laws, complex administrative structures, dysfunctional revenue model, outdated communication, traditional approach and backward administrative culture- has pushed the cart of development in the mud of stagnancy. Ipso facto, some unprecedented steps are necessary to be taken with a view to transforming the governance of the Punjab, treading on the path shown by the Hamburg State model. In this way, the governance model of the Punjab will blossom into the most effective agent for development of the masses, of the country and of the economy.

Recommendations

Hamburg State Model has multiple implications for the transformation of the Punjab Governance. As enunciated, there is dire need of time to turn over the new leaf for governance of the Punjab. There is an urgency to draft administration-supporting- laws, to introduce innovative systems, to adhere to Information and Technology, to instill E-Governance, to ensure Data-based- planning, to reform human resources, to conjure sound organization model and to enable perfect coordination. In this way, governance of the Punjab shall see the dawn of efficiency and development.

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